

of Knoxville, allows services to be designed around a family's needs and provided in whatever area of the county or region the family lives.

Intervention Services provides technical support and professional services to staff and youth needing prevention, intervention, and direction to avoid unnecessary custody in the Department of Children's Services.

#### Legal Services

Legal Services provides legal advice and counsel to the Commissioner and management employees regarding operation of the Department of Children's Services. Legal Services represents the Department in contracts, employment, and other legal issues, and represents the State of Tennessee in all dependent, neglect and abuse proceedings in juvenile, circuit and chancery courts in every county of the state. Staff lawyers provide legal advice to children in DCS custody and case managers and supervisory staff. In addition, Legal Services has the responsibility of assuring that staff know federal and state laws and follow those mandates.

#### Policy, Planning and Research

The Policy, Planning, and Research (PPR) division coordinates policy development, planning, and research and evaluation activities for the Department. The different units of the division were joined at the end of the fiscal year to unify these activities in one section. The division provides senior management with the data and analyses needed to make informed decisions about DCS programs. In addition, PPR provides information and data to the Governor's office, the legislature, Federal agencies, other state departments, and public and private groups that work with children's issues.

The Policy Development section maintains, supports, and facilitates a system of integrated policies and procedures from the various divisions and sections that form Children's Services. The review of draft policies allows for input from staff at all levels during the development and review phase. Staff who provide direct service must have input so that directions are clear and unnecessary steps and paperwork are eliminated. At the end of fiscal year 1998-1999, there were 291 approved